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25 January 1980

To: [                    ]                                                    25X1

Subject:   Research Production Planning for 1981

I.   Substantively

    Step 1:   Begin with ten or so comprehensive subjects

    Step 2:   For each identify a number (variable) of
                interesting questions for research

    Step 3:   Develop relevant research projects for these
                questions

                Query:   Do we do this for all questions
                identified under step 2 or do we select
                and prioritize before step 3?

    Step 4:   Match projects with research resources--decide
                on list and priorities

I am not sure that this is what Richard Lehman had in
mind.  He may have thought that NFAC research the comprehensive
and automatic subjects as before but that, in addition, ten or
so interesting questions and lines of researches be developed
under Bruce Clarke's auspices and imposed on the offices.
This would be in line with the Director's claim to a limited
share of research resources.

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Under the alternative plan, which I would favor, the offices would also undertake a large amount of research under past procedures (e.g., on such static subjects as keeping track of world trade, energy, GNP's and, of course, on subjects that will come up unexpectedly during 1981. But the impact of top management would be far greater in shaping a program of pre-planned researches.

II. Procedurally

Step 1: We do the obvious list of comprehensive subjects

Step 2: Meet with Office Directors and NIOs to explain objectives and procedures

Step 3: Form knowledgeable teams to develop interesting questions or themes

Team Composition: a. NIOs (more than one for subjects cutting across NIO accounts)

b. Division-Branch Chiefs?

c. Selected analysts?

d. Consumers?

e. Outside Consultants?

Pay attention to interdisciplinary and interoffice considerations in developing researches.

Who chairs team meetings? Do we participate?

Step 4: Form teams suitable to design of research projects

Query: Do these teams differ from these engaged in step 3? If so, how?

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Step 5:  ?

III.  Scheduling  When do we do what?

> Query:  How do we convey that this is not just a bureaucractic exercise but an intellectual exercise?  The quality of response will depend on engaging people in an intellectual effort.

IV.  Comprehensive Subject

The following list is derived mostly from the organization of NIO accounts

A.  Regional Issues

1.  Soviet Union-East Europe

2.  Western Europe

3.  China/East Asia/Pacific

4.  Middle East/South Asia

5.  Africa

6.  Latin America

B.  Global Issues

7.  Strategic Forces

8.  Conventional Forces

9.  Political-Economic Issues

10.  Political-Military Issues

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